



Department of Defense
INSTRUCTION
AD-A272 366



May 2, 1989
NUMBER 5010.30

ASD(FM&P)

SUBJECT: Intramanagement Communication and Consultation

- References:
- (a) DoD Instruction 5010.30, subject as above, February 18, 1983 (hereby canceled)
 - (b) Title 5, United States Code, Chapter 71, "The Federal Service Labor-Management Relations Statute"
 - (c) DoD 1400.25-M, "Civilian Personnel Manual," (Chapter 711, "Labor-Management Relations,") November 10, 1988, authorized by DoD Directive 1400.25, January 24, 1978
 - (d) Federal Personnel Manual, Chapter 251
 - (e) DoD Directive 5124.2, "Assistant Secretary of Defense (Force Management and Personnel)," March 13, 1989
 - (f) Title 5, Code of Federal Regulations, Section 550.331
 - (g) DoD Directive 1418.4, "Civilian Pay Allotments," March 16, 1979

A. REISSUANCE AND PURPOSE

This Instruction reissues reference (a) to reflect administrative changes. It carries forward policies and requirements for improving intramanagement communication and consultation, and increasing manager participation in the management process within the Department of Defense.

B. APPLICABILITY

This Instruction applies to the Office of the Secretary of Defense (OSD), the Joint Staff, the Military Departments, the Unified and Specified Commands, the Inspector General of the Department of Defense (IG, DoD), the Defense Agencies, and the DoD Field Activities (hereafter referred to collectively as "DoD Components").

C. DEFINITIONS

1. Association of Management Officials and Supervisors. An association whose membership consists primarily of management officials or supervisors and that:

- a. Does not discriminate in its membership because of race, color, religion, sex, national origin, age, handicapping condition, marital status, or political affiliation.
- b. Is not eligible to be an exclusive representative of employees in a bargaining unit under references (b) and (c).
- c. Does not represent employees who are eligible to be in a bargaining unit under references (b) and (c).

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d. Is not affiliated with a labor organization or federation of labor organizations.

2. Management Official. An individual employed by the Department of Defense in a position in which the duties and responsibilities require or authorize the individual to formulate, determine, or influence DoD policies. (See 5 U.S.C. 7103(a)(11) (reference (b)).)

3. Supervisor. An individual employed by the Department of Defense having authority to hire, direct, assign, promote, reward, transfer, furlough, lay off, recall, suspend, discipline, or remove employees; to adjust their grievances; or to effectively recommend such action if the exercise of the authority is not merely routine or clerical in nature but requires the consistent exercise of independent judgment except that, with respect to any unit that includes firefighters or nurses, the term "supervisor" includes only those individuals who devote a preponderance of their employment time to exercising such authority. (See 5 U.S.C. 7103(b)(10) (reference (b)).)

4. Manager. A management official or supervisor as defined in subsections C. 2. or 3., above.

D. POLICY

It is DoD policy that managers shall create vehicles for intramanagement communication and consultation that work best within their own management groups and shall distribute essential information within and across levels of management. Management shall:

1. Create a climate in which managers at all levels identify with management and participate actively in setting and attaining management goals.

2. Keep managers informed of developments affecting their work situations and provide them with the opportunity to participate in the resolution of management problems.

3. Encourage, as an integral part of daily work relationships, the type of one-to-one communication between managers that provides effective understanding of policies and interactions among organizational subunits.

4. Provide for consultative relationships with associations of managers to supplement other forms of intramanagement communication.

E. PROCEDURES

1. In evolving techniques and media that best fit their own situations, managers shall use as a guide the Federal Personnel Manual, Chapter 251 (reference (d)), which outlines techniques and practices for intramanagement communications.

2. Particular emphasis should be placed upon:

a. Identifying and integrating lower level managers with management.

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b. Giving these managers the information and assistance they need to represent management in relationships with employees and labor organization representatives.

c. Obtaining feedback on problems encountered in operating under existing policies or under the provisions of collective bargaining agreements with labor organizations.

3. The voluntary joining together of managers in groups or associations may not be prevented or discouraged. Where they exist, such associations shall be brought into the intramanagement communication and consultation process in accordance with criteria and procedures in enclosure 1. In doing this, the fundamental difference must be recognized between such associations and labor organizations representing nonmanagerial employees. Although associations of managers can provide a means of supplementing the intramanagement communication process, dealings with such associations, particularly at the activity level, are not intended to and may not replace the individual contacts and exchanges of information and views that are fundamental to managerial relationships.

F. RESPONSIBILITIES

1. The Assistant Secretary of Defense (Force Management and Personnel) (ASD(FM&P)) shall establish consultative relationships with associations of management officials and supervisors for the Department of Defense under DoD Directive 5124.2 (reference (e)).

2. Heads of DoD Components shall comply with this Instruction.

G. EFFECTIVE DATE AND IMPLEMENTATION

This Instruction is effective immediately. Forward one copy of implementing documents to the Assistant Secretary of Defense (Force Management and Personnel) within 180 days.

David L. Berneau
DAVID J. BERTEAU
Deputy Assistant Secretary
(Resource Management & Support)

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Enclosure - 1

1. Consultative Relationships with Associations of Management Officials and Supervisors

CONSULTATIVE RELATIONSHIPS
WITH
ASSOCIATIONS OF MANAGEMENT OFFICIALS AND SUPERVISORS

A. CRITERIA

Official consultative relationships may be established with associations of management officials and supervisors (as defined in subsection C.1., above) within the Department of Defense. Such relationships shall be established in accordance with good management principles and organizational structure, and the following criteria:

1. Within DoD Components, an association must demonstrate a level of membership support among managers at an activity or other organizational level within the DoD Component that is substantial enough to ensure a worthwhile dialogue with executive management and, therefore, to warrant establishment of a consultative relationship.

2. At the DoD level, an association must demonstrate that it has established an official consultative relationship with at least two of the Military Departments, with one Military Department and the Defense Logistics Agency, or with one Military Department and at least two smaller DoD Components.

B. APPLICATION OF CRITERIA

1. An association must demonstrate sufficient membership support to warrant the establishment of a consultative relationship. The relationship of actual to potential membership support shall be taken into consideration in determining whether a consultative relationship should be established. Potential membership support for the association at an activity or other organizational level within the DoD Component shall be ascertained by reference to the association's membership eligibility, as defined in its constitution.

2. One association of managers shall not be given favored treatment compared to another. The criteria shall be applied with the understanding that if an official consultative relationship is entered into with an association a similar relationship must be entered into at the request of any other association that can demonstrate a comparable level of membership support.

3. The criteria shall be applied consistently. Additional criteria may not be imposed but guidance may be furnished to assist in achieving consistency.

C. PROCEDURE

Associations of managers must address their written requests for establishment of a consultative relationship to the head of the activity or other organizational level within the DoD Component or the Assistant Secretary of Defense (Force Management and Personnel), as appropriate. Requests must be accompanied by:

1. Documentation on which the association bases its belief that an official consultative relationship should be established under the applicable criteria.

2. A copy of the association's current constitution and bylaws.

3. A list of the current officers of the association.

4. A statement that the association does not discriminate with regard to the terms or conditions of membership because of race, color, creed, sex, age, national origin, handicapping condition, marital status, or political affiliation.

D. RELATIONSHIP

1. Consultative relationships with associations of managers may take many forms, including:

a. Participation in periodic meetings with commanders and other high-level management officials, including directors of personnel, for the purpose of exchanging information and ideas on subjects of concern to management.

b. An opportunity to review and comment on proposed policy issuances relating to personnel management, planning, production, and other areas of management concern.

c. An opportunity to participate in the formulation of employee and management training needs and objectives.

2. The establishment of a consultative relationship with an association of managers shall not confer the right of negotiation.

3. The establishment of a consultative relationship with an association whose membership is occupationally or organizationally limited does not impose a responsibility for consultation with that association on matters outside the scope of its membership's direct concerns.

E. ALLOTMENTS FOR ASSOCIATION DUES

1. Allotments for association dues shall conform with the requirements of 5 C.F.R. 550.331 (reference (f)), DoD Directive 1418.4 (reference (g)), and subsections E.2. and E.3., below. The criterion in subparagraph D.1.1.(2) of reference (g) is waived for such associations.

2. An association must have entered into an official consultative relationship at an activity or other organizational level within the Department of Defense to be entitled to the privilege of allotments for association dues. The association must have a constitution and bylaws that affirm its adherence to certain minimum standards of fiscal responsibility and democratic principles in the nomination and election of officers.

3. The activity or other organizational level within the Department of Defense must agree in writing to deduct allotments for the payment of dues to the association. The agreement shall cover procedures essential to the smooth functioning of an allotment program. It shall provide that civilian managers shall have the right to pay membership dues to one such association by allotment and the right to revoke such an allotment at any time. Allotments shall be provided at no cost to the association or to the allotter.